DOCUMENT RESUME

ED 146 986 JC 770 571

AUTHOR	Nelson, Gwen
TITLE	Cowley County Community College Plan of Action.
INSTITUTION	Cowley County Community Coll., Arkansas City, Kans.
PUB DATE	77
NOTE	52p.
AVAILABLE FROM	Cowley County Community College, Arkansas City, Kansas 67005 ($4.00)
EDRS PRICE	MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS	Budgets; College Housing; Community Colleges; *Educational Objectives; Enrollment Projections; Facility Improvement; *Junior Colleges; Management by Objectives; *Master Plans; Population Trends; *Program Development; School Demography; Student Recruitment; *Vocational Schools
IDENTIFIERS	Cowley County Community College KS

ABSTRACT

The document presents a comprehensive plan for developing Cowley County Community College and Vocational-Technical School into a stronger community institution. It currently has over 1,400 students enrolled in a variety of general, occupational, and continuing education programs with more than half of the students coming from five counties in south central Kansas. The history and mission of the college are discussed in terms of location and service area, educational program, and institutional goals. Trends and projections are presented through a discussion of county population and employment opportunities, area high school graduating classes, and college enrollments, staffing plans, operating budgets, revenues, and facilities. Needs include student housing, improved facilities, increased recruitment, and program expansion. Goals and objectives in the areas of serving the community, serving the students, student life, program planning and evaluation, program accessibility, educational support services, qualified faculty, professional growth, professional working conditions, administrative efficiency, college identity, and utilization of resources are presented in outline and graph form, with priority, responsible party and schedule identified. The text is supplemented by seven tables. (LH)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED146986

COWLEY COUNTY COMMUNITY COLLEGE

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY

Gwen Nelson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

PLAN OF ACTION

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

STEERING COMMITTEE

Dr. Gwen Nelson, President, Chairman
Mr. A. F. Buffo, Dean of Instruction
Dr. O. K. LoVette, Dean of Students
Mr. Sid Regnier, Business Manager
Mr. W. S. Scott, Administrative Assistant
Mr. Phil Buechner, College Education Association
Miss Connie Hobaugh, Student Government Association
Mr. Pat Ireland, Board of Trustees

BOARD OF TRUSTEES

Mr. Joe McFall, Chairman
Mr. Pat Ireland, Vice Chairman
Mr. Lyle Eaton, Member
Dr. Charles Kerr, Member
Mr. Steve McSpadden, Member
Mr. Harold Walker, Member

JC770 571

Fall, 1977

FOREWORD

Forward planning is a continuous and cooperative effort. This edition of the Plan of Action is built upon five planning documents developed over the past nine years. In 1968, over 600 individuals, representing lay citizens, students, faculty, administrators, and the Board of Trustees, were involved in the development of the Institutional Mission statement. During the past year, this statement was reviewed and revised in consultation with representatives of all of the above named groups.

Trends and projections of factors affecting the College have been prepared and analyzed twice previously. Both of these studies provided the basis for Campus Master Plans that have been substantially completed ahead of schedule.

Formal studies of the attitudes and opinions of the College publics have been conducted on two occasions, but this represents the first time that such information has been incorporated in a statement of needs and resources. Although responses to surveys of this nature are notably subjective, the results have been most helpful in corroborating other information and identifying new needs and resources.

An overall plan of action, adopted in 1974, served two purposes: 1) it incorporated previous planning and evaluative studies into a single document, and 2) it provided the basis for a self-study leading to full accreditation by the North Central Association of Colleges and Secondary Schools. Virtually every objective established in this plan was accomplished on schedule.

The current Plan of Action is the product of broad involvement of professional staff, lay citizens, and students. An overall planning strategy and schedule was developed early in the fall of 1976. Separate sections of the plan were developed and presented to the staff and the Board of Trustees during the school year. A Steering Committee was formed to review the statements of the first three sections, along with the

recommended goals and objectives from the College Council in developing specific recommendations to the Board of Trustees.

Comprehensive plans have been notorious as "show" and "shelf" documents. Cowley County Community College plans of the past have provided excellent guides for the growth and development of the institution. Two major factors have contributed to the success of past planning: 1) the plans were based upon community needs and were realistic, and 2) there was broad participation in, and acceptance of, the plans. Every effort has been made to assure that the current plan satisfies these two requirements. To the extent that these goals have been met, this Plan of Action should be an effective instrument for developing a stronger community college for Cowley County.

Gwen Nelson

TABLE OF CONTENTS

FOREWORD		i
PART I	HISTORY AND MISSION OF THE INSTITUTION	1
	History of the College	1
	Location and Service Area	2
	The Institutional Mission	2
	The Educational Program	4
	Institutional Goals	5
	Summary	7
PART II	TRENDS AND PROJECTIONS	8
	Cowley County Population	8
	Cowley County Employment Opportunities	9
	Area High School Graduating Classes	10
	College Enrollments	11
	College Staffing Plan	12
	Operating Budgets and Revenues	13
	College Facilities	14
PART III	NEEDS AND RESOURCES	16
	Needs of the College	16
	Resources of the College	20
PART IV	GOALS AND OBJECTIVES	26
	Goal 01. Serving the Community	28
	Goal 02. Serving the Students	29
	Goal 03. Student Life	31
	Goal 04. Program Planning and Evaluation	32
	Goal 05. Program Accessibility	34
	Goal 06. Educational Support Services	35
	Goal 07. Qualified Faculty	36
	Goal 08. Professional Growth	38
	Goal 09. Professional Working Conditions	38

Goal 10. Administrative Efficiency 39
Goal 11. College Identity 41
Goal 12. Utilization of Resources 42

PART V SUMMARY AND PLAN OF ACTION 45

PART I

THE HISTORY AND MISSION OF THE INSTITUTION

Cowley County Community College and Vocational-Technical School is an integral part of a state-wide system of post-secondary educational institutions operating under the jurisdiction of the Kansas State Department of Education. It is presently the only institution in Kansas that operates a combined community junior college and area vocational-technical school, and serves as a pilot school for the State.

History of the College

The College was originally established in 1922 as the Arkansas City Junior College, operating under the jurisdiction of the Board of Education of the Arkansas City Public Schools, and was designed primarily to serve the students of the school district. The College shared facilities with the Arkansas City High School until 1952, at which time a new plant was constructed to accommodate the College instructional program.

The College has been continuously accredited by the State Department of Education since its establishment and more recently has been fully accredited by the North Central Association of Colleges and Secondary Schools. With very few exceptions, course work taken at the College has been accepted by major colleges and universities throughout the nation for the past half-century. Graduates of the College have achieved success in medicine, law, business, education, and other fields requiring extensive graduate work. A large percentage of the local business and professional leaders completed all or part of their lower division class work at the College.

On July 1, 1966, the official name of the institution became the Cowley County Community Junior College, and a separate Board of Trustees, elected by the citizens of the County at large, assumed full control of the operation of both the community college and the area vocational-technical

school on July 1, 1967, under provisions of the Community Junior College Act of 1965 and the Vocational Education Act of 1964.

The curriculum and the number of students have gradually expanded through the years from approximately 60 students enrolled in a limited liberal arts program in 1922 to over 1400 students enrolled in a variety of general, occupational, and continuing education programs in 1977. The College has established an extensive continuing education program in centers at Wellington, Winfield, and Arkansas City, as well as other smaller communities in the area. Whereas early student bodies were drawn almost exclusively from the Arkansas City school district, in recent years more than half of the students have come from other school districts -- primarily in South Central Kansas.

Location and Service Area

The College campus is located in downtown Arkansas City. The main building, Gale-Johnson Hall, was originally constructed to house an enrollment of approximately four hundred students. This building has been extensively remodeled and a new library, industrial technology building, business technology building, student center, and recreational building have been constructed during the past five years. Additional space is rented for the Cosmetology program and for spectator sports.

Although the official College district is comprised only of Cowley County, its recognized service area contains all or parts of five counties in South Central Kansas and nearby communities in Northern Oklahoma. Provisions are made by the State Legislature for other Kansas counties to pay a proportionate share of the operating costs for each student enrolled from out-of-district.

The Institutional Mission

Cowley County Community College and Vocational-Technical School

has been established to provide a comprehensive continuing education program for youth and adults, and maintains a policy that admits all who can profit from the educational or service program of the institution. The programs are designed to be sensitive to the needs of a community encompassing more than one county and the institution accepts responsibility for providing programs to support state and national goals within the financial capacity and physical limitations of the institution. The Board of Trustees, administrators, and faculty of the College recognize the importance of continuing education to the basic rights and obligations of self-realization, economic efficiency, human relationships, and civic responsibility, and are committed to providing a program oriented toward assisting citizens to lead creative and useful lives by helping them to develop and progress toward realistic educational and occupational goals.

Within the framework of the stated philosophy, and in order to realize its fundamental purposes, the College has adopted the following institutional commitments:

.01 To provide a general education program designed to stimulate initiative and inquisitiveness, to develop self-discipline, and to enable the student to acquire knowledge, values, and skills with which to perform as a productive and competent citizen.

.02 To provide lower division courses for those who seek the bachelor's degree in the liberal arts and certain professional curricula.

.03 To provide vocational or technical education and training or retraining in specific job skills and concepts applicable to the regional economy.

.04 To develop appropriate attitudes and understandings in preparation for the world of work.

.05 To provide continuing education opportunities, in regular day classes or evening programs, for both traditional and non-traditional

college students, including senior citizens programs, adult basic education, refresher courses, and concurrent high school enrollment.

.06 To provide guidance, counseling, financial assistance, and placement services to assist students and graduates in the achievement of career goals, and the development of appropriate personal and social characteristics.

.07 To provide organized extra-curricular activities, including student government, clubs, organizations, varsity athletics, recreational activities, music, dramatics, and other participatory experiences to produce a well-rounded, socially adaptable individual.

It is the intent of the College to become a dynamic "first choice" institution, responsive to the needs of residents of South Central Kansas who desire to continue their education after graduation from high school, or desire to return to school for occupational training or retraining and personal development.

The Educational Program

Students entering the College are provided counseling services to assist them in formulating educational and occupational goals. Courses are then selected by the students to achieve their own objectives. Specific occupational and educational programs may be completed entirely on campus, in conjunction with other institutions, and/or through work-study arrangements. Programs designed to fulfill the educational responsibilities of the College are described below:

General education. Offerings in the natural sciences, social sciences, and humanities are provided to: 1) satisfy requirements for a two-year degree in liberal arts, 2) support the occupational education program of the College, and 3) transfer to senior colleges and universities. General education courses are parallel and comparable to lower

division courses offered by state colleges and universities in Kansas and are designed to satisfy the lower division course requirements of the liberal arts and selected professional programs in these institutions.

Occupational education. Offerings in business technology, service technology, and industrial technology are provided to: 1) prepare the graduate for employment in vocational or technical level occupations, 2) support the general education program of the College, and 3) transfer to certain advanced technical programs. Occupational education courses are developed in cooperation with representatives of state and local government, business, industry, and state colleges and universities in Kansas which offer parallel programs.

Continuing education. Courses in general education and occupational education, as well as specially designed programs, are provided at times and locations convenient to the participant to enhance the cultural climate, improve the work force, and provide recreational and avocational opportunities for citizens of the community.

Student services. Programs of testing, guidance, work-study, financial aid, and placement services are provided to assist students in formulating and attaining educational and occupational goals. In addition to the student services personnel, every staff member is expected to assist in the implementation of a coordinated orientation and advisory program.

Student activities. Opportunities to participate in College government, athletic, dramatic, musical, and recreational activities are provided to enhance student life, and to encourage the development of performance and leadership skills.

Institutional Goals

Within the framework of the Institutional Mission, goals have been

established to assure that the operations of the College will have direction and purpose. Institutional goal statements have been derived from an assessment of need, and serve as a link between the mission or purpose of the College and operational objectives.

The Students and the Community

01. The College will strive to serve the post-secondary educational needs of the service area.
02. The College will provide services to students in career planning, financial assistance, and placement or transfer upon graduation.
03. The College will provide activities and services to enhance student life and morale on campus.

The Educational Program

04. The College will provide educational programs that are sensitive to the needs and resources of the students and the community.
05. The College will make its programs and services readily accessible to people in the community.
06. The College will provide educational support services to promote the efficiency and effectiveness of instruction.

The Professional Staff

07. The College will employ a faculty that is well qualified and committed to the community college.
08. The College will provide a program of professional growth and development for the faculty.
09. The College will provide professional working conditions for faculty.

The Dynamics and Resources of the Institution

10. The College will maintain an efficient and effective administrative organization.
11. The College will develop and maintain a positive area-wide, comprehensive community college identity.
12. The College will utilize all available resources in an efficient manner to achieve the goals of the institution.

Summary

The College has historically accepted the responsibility of providing lower division, collegiate level, transfer courses. In 1966 the responsibilities of the institution were broadened to include certain occupational and continuing education programs, and in 1968 a mission statement was adopted which specified the educational philosophy and expanded educational responsibilities of the institution. Institutional goals have been established to direct the College toward the fulfillment of its responsibilities, and to facilitate the development of institutional objectives and the evaluation of operations.

In 1977, the Mission statement was revised to recognize the trend of increasing numbers of non-traditional students taking advantage of educational opportunities. A greater commitment to senior citizens programs and training and retraining functions, particularly for mid-career women, is reflected in the revised Mission statement.

PART II

TRENDS AND PROJECTIONS

In order to assure that the long range plans of the College are consistent with economic and demographic conditions of the service area, it is necessary to analyze past trends and project certain community characteristics into the future. A special effort has been made to assure that the projections presented in this report are not unduly influenced by intuition or personal judgment. Population, enrollment, work force, and valuation data are based upon straight line or experience projections. This procedure assumes essentially the same – or similar – conditions of the past five years to continue for the next five years. The staffing plan, budget, and facilities projections indicate what action will be necessary, if the other projections materialize.

According to the 1970 Census, Cowley County experienced a decrease in population of 7.5% during the preceding ten years. In Table I it will be noted that a moderate increase in population is projected for the next five years, by the Population Research Laboratory, Kansas State University.

TABLE I

COWLEY COUNTY POPULATION TRENDS

YEAR	MALE	FEMALE	TOTAL	UNDER 25	25 PLUS
1973	47.6%	52.4%	34,479	39.5%	60.5%
1974	47.6%	52.4%	34,555	39.3%	60.7%
1975	47.5%	52.5%	34,872	39.1%	60.9%
1976	47.5%	52.5%	34,800	38.8%	61.2%
1977	47.5%	52.5%	35,127	38.5%	61.5%
1978	47.5%	52.5%	35,145	38.2%	61.8%
1979	47.5%	52.5%	35,164	37.9%	62.1%
1980	47.5%	52.5%	35,182	37.6%	62.4%
1981	47.5%	52.5%	35,200	37.4%	62.6%
1982	47.5%	52.5%	35,218	37.2%	62.8%

An analysis of Table I indicates that the number of persons 25 years of age or older comprises approximately 60% of the total population and this age group will continue to increase at a faster rate than the under 25 age group. The ratio of females to males in the population appears to be leveling out with only slightly over half of the population being female by 1982.

According to a study conducted for the College in 1975, by Dr. F.E. Hartzler (Table II), it appears that there will be fewer job opportunities in the next five years in every work classification. However, according to a report of the Master Planning Commission, annual job openings in South Central Kansas during the next ten to fifteen years will increase in clerical, sales, and service functions; and decline in professional, agriculture, and unskilled labor categories. These factors plus the efforts of local industrial development groups, indicate a continuing demand for the training and retraining of manufacturing personnel, and an emerging need for programs to prepare clerical, sales, and service personnel.

TABLE II

COWLEY COUNTY EMPLOYMENT OPPORTUNITIES

1972-1982

Year	Prof. & Tech.	Mgrs. & Prop.	Office & Kindred	Sales & Kindred	Crafts & Kindred	Operatives	Service Workers
1972	888	677	978	1,015	885	818	982
1973	876	675	973	1,013	883	816	980
1974	864	673	968	1,011	881	814	976
1975	854	672	963	1,008	880	812	974
1976	842	670	959	1,006	878	810	971
1977	840	669	954	1,004	876	808	969
1978	828	667	949	1,003	874	805	967
1979	817	665	944	1,000	872	802	964
1980	805	664	940	998	870	800	960
1981	794	663	936	996	868	798	957
1982	782	661	931	995	866	795	954

One of the factors that has historically influenced College enrollments has been the size of high school graduating classes in the area. According to information in Table III, which was provided by high school principals, the graduating classes of Cowley County will decline approximately 8% during the next five years. However, when all high schools in the entire service area were surveyed, principals estimated that graduating classes will increase by approximately 8% during the next five years.

TABLE III

HIGH SCHOOL GRADUATING CLASSES

1972 - 1982

YEAR	SERVICE AREA*	COWLEY COUNTY**
1972-73	1,435	506
1973-74	1,479	526
1974-75	1,427	466
1975-76	1,411	494
1976-77	1,569	504
1977-78	1,593	496
1978-79	1,618	488
1979-80	1,642	477
1980-81	1,667	470
1981-82	1,691	463

*Includes high schools located in Arkansas City, Belle Plaine, Burden, Caldwell, Derby, Dexter, Mulvane, Newkirk, Oxford, Sedan, South Haven, Udall, Wellington, and Winfield.

**Includes high schools located in Arkansas City, Burden, Dexter, Udall, and Winfield.

When College enrollment projections were prepared five years ago, it was anticipated that there would be approximately 400 students in general education, approximately 400 students in occupational education, and approximately 800 students in continuing education by 1976-1977.

According to the data in Table IV, these projections were fairly accurate for both general education and occupational education enrollments, but the College fell far short of the projections in continuing education enrollments. One reason for the discrepancy in forecasts for continuing education was the elimation of certain high school programs assigned to that classification.

TABLE IV

COLLEGE ENROLLMENTS

1972 - 1982

Year	General Education		Occupational Education		Continuing Education		Total	
	No.	FTE	No.	FTE	No.	FTE	No.	FTE
1972-1973	319	264.5	358	249.3	458	53.2	1,135	567.0
1973-1974	315	315.4	368	245.2	482	47.5	1,165	608.1
1974-1975	339	274.4	369	292.2	498	53.1	1,206	620.1
1975-1976	372	332.5	388	272.7	677	64.9	1,437	670.1
1976-1977	399	313.9	388	293.7	630	64.9	1,417	672.5
1977-1978	419	318.9	423	300.6	672	66.2	1,514	685.7
1978-1979	439	323.9	458	307.5	714	67.4	1,611	698.8
1979-1980	459	328.9	494	314.6	756	68.7	1,709	712.2
1980-1981	479	333.9	529	321.3	797	70.0	1,805	725.2
1981-1982	499	338.9	564	328.4	839	71.3	1,902	738.6

*Based upon actual enrollments and straightline projections.

During the next five years, these projections indicate growth of approximately 25% in general education, approximately 45% in occupational education, and approximately 38% in continuing education. All of these estimates are based upon straight line projections from enrollment trends for the past five years.

It is evident from an analysis of high school graduating classes and projected enrollments for the College, that it will be necessary to draw

increasingly larger numbers of students from non-traditional sources. In order to continue the enrollment growth experienced over the past five years, it will be necessary to: 1) enroll a larger proportion of the high school graduating classes in the area; 2) enroll larger numbers of citizens over the age of 25; 3) enroll larger numbers of students from outside the immediate service area. Even though total head count enrollment is projected to increase to approximately 4% during the next five years, it is anticipated that full-time-equivalent enrollment will only increase approximately 10%. This estimate indicates that there will be more part-time students enrolled than ever before.

Based upon the enrollment projections in Table IV, it will be necessary to increase staff size by approximately 10% during the next five years. Table V indicates the projected staffing plans through 1982, with an estimated break down by classifications of administrative services, instructional services, and student services. Although the specific figures presented for each division or department may not be accurate, it is not unreasonable to assume that, overall, five additional staff members will be needed by 1982.

TABLE V

COLLEGE STAFFING PLAN

1973 - 1982

	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982
Admin. Services	2.5	2.5	2.5	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Instruct. Services	3.0	3.0	3.5	3.5	3.5	3.5	3.5	4.0	4.0	4.0
Nat. Science	5.5	6.0	6.0	5.5	6.0	6.0	6.5	6.5	6.5	6.5
Soc. Science	5.5	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.5	5.5
Humanities	8.0	7.5	7.5	6.5	6.0	6.0	6.0	6.0	6.5	6.5
Bus. Tech.	7.0	7.0	6.5	7.5	7.5	8.5	9.0	9.0	9.0	9.5
Indust. Tech	7.0	7.0	7.0	6.0	7.0	7.0	7.0	8.0	8.0	8.0
Student Services	3.5	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	42.0	42.0	42.0	40.0	41.0	42.0	43.0	44.5	45.5	46.0

If enrollments increase as projected in Table IV, it is anticipated that operating budgets will increase at the rate indicated in Table VI. Assuming that the valuation of the district will continue to increase at about the rate that it has during the past five years, and assuming that the current mill levy limits will remain, the amounts anticipated from local tax revenues are shown in column 4 of Table VI. It is evident that operating budgets will increase under these conditions at a much faster rate than local tax revenues will increase. For this reason it will become increasingly important to identify alternate sources of revenue to fund the operating budgets.

TABLE VI

OPERATING BUDGETS AND TAX REVENUES

1973 - 1982

Fiscal Year	District Valuation*	Mill Levies**	Local Tax Revenue	Operating Budgets***
1973	$87,270,798	4.45	$388,355	$973,910
1974	$89,028,704	4.35	$387,274	$1,040,426
1975	$94,060,798	4.67	$439,263	$1,126,812
1976	$106,293,326	4.64	$493,201	$1,277,434
1977	$113,120,363	4.64	$524,878	$1,430,020
1978	$118,776,381	4.64	$551,122	$1,530,989
1979	$124,715,200	4.64	$578,678	$1,638,245
1980	$130,950,960	4.64	$607,612	$1,753,137
1981	$137,498,714	4.64	$637,994	$1,874,388
1982	$144,373,649	4.64	$669,893	$2,004,471

*Based upon actual valuations and projected increases of 5% per year.

** Based upon current legislation.

***Based upon current legislation and projected enrollments.

In 1972, the College owned 32,667 net assignable square feet of instructional space and rented 35,309 net assignable square feet. When projections were made in May 1972, it was estimated that by 1976-1977 the College would own approximately 73,000 net assignable square feet of space and rent approximately 10,852 net assignable square feet of space. According to data presented in Table VII, in 1976-1977 the College actually had acquired ownership of 101,116 net assignable square feet of space and is renting 18,662 feet of space.

TABLE VII

COLLEGE FACILITIES

1973-1982

Classification	1972-1973 N.A.S.F.*		1976-1977 N.A.S.F.*		1981-1982 N.A.S.F.*	
	Owned	Rented	Owned	Rented	Owned	Rented
Classrooms	9,885	2,839	15,174	594	15,174	594
Laboratories	9,248	19,542	33,345	6,188	36,359	6,188
Offices	3,464	1,427	12,348	225	12,348	225
Library	1,828	-----	12,062	-----	12,062	-----
Special-Use	-----	10,852	16,930	10,852	16,930	10,852
Other	8,242	649	11,257	803	11,257	803
Total	32,667	35,309	101,116	18,662	104,130	18,662

*Net assignable square feet.

It is anticipated that by 1981-1982 the amount of College-owned space will increase only moderately, and the amount of rented space will remain about stable. During the five year period, the only additional instructional space currently planned for construction is the Carpentry Shop addition to the Industrial Technology Building. However, major emphasis should be given to remodeling space in Gallie-Johnson Hall for the general education program and consideration should be given

to complete renovation of the Old High School to house the fine and performing arts programs. It is anticipated that space currently rented for the Cosmetology program would still be rented in 1981-1982, unless revenue becomes available to the College from new sources.

PART III

NEEDS AND RESOURCES

In an effort to determine the educational needs and resources of the College district, surveys conducted by the College and other community agencies have been reviewed and analyzed. Specific studies conducted by the College include: A Survey of Agricultural Needs, Resources, and Economic Impact on Cowley County by Dr. Gary Jarmer; A Survey of Adult Educational Needs by Dr. F. E. Hartzler; Community Service and Continuing Needs by Dr. James E. Hamilton; Attitude and Opinion Survey by Dr. Gwen Nelson; and A College Information and Improvement Survey by Dr. Otis LoVette. Materials used from other sources include: A Community Profile, Arkansas City Chamber of Commerce; Trends and Projections and Task Force Reports, Forward Thrust; and demographic data provided by the Cowley County Clerk. Copies of each of these reports are on file in the office of the President.

Needs of the College

According to the results of the Attitude and Opinion Survey, the four greatest needs of the College are student housing, improvement of facilities, increased recruitment, and expansion of selected programs. The major needs identified in this survey are fairly consistent with those reflected in other studies, and are summarized below:

Student Housing. For several years the College has relied upon privately owned student housing to meet its needs. Both State guidelines and local Board philosophy discouraged construction of College owned dormitories. However, in recent years three major factors have created a serious housing problem for the College: 1) an acute housing shortage, particularly low cost rental units, in Arkansas City; 2) an increasing number of in-district students wanting to live on or near the campus; and 3) increased enrollment of out-district students. There is also reason to believe that additional out-district students would have enrolled at the College – if adequate housing were available.

The College has attempted to alleviate the student housing shortage by making a special appeal to home owners in the area to make rental space available to students. However, potential renters in Arkansas City have no problem in keeping rental property fully occupied the year around, and they have become much more selective of their tenants. Some staff members and friends of the College have acquired rental property specifically for student housing, but not enough to satisfy the demand.

The College Endowment Association has purchased six apartment buildings, which, along with two duplexes owned by the College, provide housing for approximately ninety students. It has been necessary for the Endowment Association to subsidize the student housing project at the rate of from $3,000 to $4,000 per year. Although this practice has provided considerable relief, it has not proven to be an efficient means of solving the problem. Costs of maintenance and operation of the buildings are excessive, and the dispersed locations of student housing create a serious supervisory problem.

Based upon past experience and projected enrollments, it is anticipated that it will be necessary to provide housing for at least one hundred twenty students in the next three to five years. In addition, it would be highly desirable to replace about half of the current capacity with more efficient housing in closer proximity to the College.

Improved Facilities. During the past five years the College has developed an attractive and functional complex of educational facilities. The Campus Master Plan adopted in 1972 has been substantially completed. The major remaining needs are: improvements in the electrical and mechanical systems and remodeling of class rooms and laboratories in Galle-Johnson Hall, the addition of a Carpentry/Woodwork Shop to the Industrial Building, major remodeling (restoration) of the Old High School to accommodate the Fine Arts programs of the College, construction of a Service Technology Building to house the Cosmetology and potential Allied Health programs, and acquisition of additional student parking space. Based upon current

construction costs, preliminary estimates of the project budgets are:

Facility	Cost Estimate
Galle-Johnson Hall	$250,000
Carpentry Addition	$156,000
Fine Arts Center	$516,000
Service Technology	$350,000
Parking and Other Improvements	$200,000
Total	$1,472,000

Potential sources of funds for these projects include: Local Public Works (LPW) grants from the Economic Development Agency, Vocational Construction funds from the State Department of Education (S. B. 127), private and foundation gifts, the Special Building Fund, and issuance of General Obligation and Revenue Bonds. In summary, a revised Campus Master Plan needs to be developed and adopted for implementation over the next five to ten years.

Increased Recruitment. Although the optimum enrollment goal of the College may be debatable, the need for increased recruiting efforts is evident. In the face of a declining pool of high school graduates, colleges across the nation have had to place more emphasis on recruitment. The three most likely sources of replacement and additional students in the near future are: 1) larger proportions of the graduating classes of in-district high schools, 2) larger number of out-district high school graduates, and 3) larger numbers of non-traditional students – particularly older citizens in the service area. Merely to maintain current enrollment levels will require considerable effort – but to strive for increased enrollments over the next several years will demand both ingenuity and a greater investment of staff and resources.

Program Expansion. During the ten year period from 1968 to 1978, there has been a reduction in regularly employed staff members from 50.4 to 42.0. During that same period of time, full time equivalent enrollment has increased from less than 500 to approximately 700. There is no

question that the College was overstaffed in 1968, and that much of the enrollment increase is being taught by part-time instructors, but it is evident that, to sustain the steady growth in enrollment experienced over the past several years, additional programs and staff will be required. A summary of program and staff adjustments from 1968 to 1978 is presented in the table below:

Program and Staff Adjustments
1968 - 1978

Position Deletions		Position Additions	
Office Education	(2.0)	Police Science	(0.2)
Accounting	(0.5)	Data Processing	(1.0)
Electronics	(0.4)	Cosmetology	(1.0)
Auto Service	(1.0)	Agriculture	(1.0)
Drafting	(0.5)	Student Services	(0.4)
Printing	(0.5)		
Math	(1.0)		
Physical Education	(0.2)		
Economics	(0.5)		
Policital Science	(0.4)		
English	(0.5)		
Foreign Language	(1.0)		
Music	(1.0)		
Art	(0.5)		
Community Service	(0.5)		
Library	(1.0)		

Most of the deletions have been implemented in conjunction with routine staff changes, and have not decreased the options available to students. Printing is the sole program completely eliminated from the catalog, but foreign language is available only on an erratic, part-time basis. Of the program additions, data processing and cosmetology are the only completely new programs. The others listed are actually expansions of previously existing programs.

Programs most frequently mentioned as needing expansion are music, foreign language, physical education, journalism, office education, and agriculture. According to virtually every study, the greatest

needs for expansion are in the occupational and continuing education categories. However, students consistently request more choices in general education courses.

There is a serious need for a valid and objective means of determining program expansion priorities for the next several years. Procedures should be developed and implemented to minimize individual intuition and maximize objectivity.

Other Needs. The Attitude and Opinion Survey identified other needs that appear to be less urgent, but still important to the development of a first choice institution. Among these needs are: improvement of the quality of instruction (certain teaching faculty), improvement of public relations, improvement of student activities and participation in College life, improvement of student services – particularly counseling, and improvement of the financial structure of the College.

Other studies have indicated a need for closer and more supportive relationships between the College and business and industry, higher quality and more varied cultural activities for the student and community, better cooperation among the governmental agencies within the College district, and more emphasis on job training and retraining for non-traditional (older) students. Specific objectives and procedures for meeting most of these needs will be presented in Part IV, Goals and Objectives, of this document.

Resources of the College

The College is fortunate to be located in a county with a balanced and varied economy. Resources available to enhance the educational offerings of the College include:

1) A broad based agricultural economy, including small grain production, beef and swine production, milling and grain processing, and meat processing and distribution;

2) Oil production, refining, and distribution operations;

3) Manufacturers of aircraft, mobile homes, modular buildings, combustion equipment, personnel elevators, water coolers, crayons, storage and shipping containers, and other related products and services;

4) Public service agencies, including two community hospitals, a state mental hospital and training center, widely recognized medical clinics, and two private institutions of higher education;

5) A pool of talented people, including artists, musicians, engineers, political leaders, high court judges, medical specialists, academicians, and community leaders;

6) A transportation system that includes three U.S. highways, service of three major railways, a well developed airport, a network of fairly good farm-to-market roads, and access to a major Interstate highway;

7) A fairly unspoiled topography that includes fertile farm land, rolling pasture land, two major Kansas rivers, two State lakes, an Audobon Game Refuge, and access to a large Federal reservoir; and

8) A productive work force, a very low unemployment rate, and relatively high pay scales and per capita income.

Major assets of the College identified in the Attitude and Opinion Survey are: administrative leadership, quality of faculty and staff, diversity of programs – particularly occupational programs, well planned and functional facilities and equipment, and excellent staff-student relationships.

Administrative Leadership. The administrators of the College occupy leadership positions on virtually every State-wide advisory or legislative committee in the State. They are recognized for skills in planning, management, evaluation, and leadership in career and continuing education. Ways and means should be explored to utilize these skills to the benefit of the College and of the State.

Faculty and Staff. Several staff members are recognized leaders in their fields of specialization. Although formal training and experience are not necessarily a guarantee of expertise, the following summary of staff characteristics indicates a well qualified staff:

Summary of Education and
Experience of College Staff

Educational Degrees	Number	Experience in the Field	Number
B. S. Degree	5	1 - 3 years	0
B. S. + 15 hours	3	4 - 6 years	5
Master's Degree	16	7 - 9 years	4
Master's + 15 hours	8	10 - 12 years	2
Master's + 30 hours	5	13 - 15 years	7
Specialist Degree	1	16 years & over	24
Doctorate Degree	4		42
	42		

Beyond the preparation and experience of staff, both formal and informal in-put from students and alumni cite the faculty as being interested in, and available to, students for special assistance and counseling. The people of the College - faculty, administrators, Trustees, and students – probably represent the most significant resource available for planning institutional growth and improvement.

Diversity of Programs. The College has the unique distinction of being the only combined community college and area vocational-technical school in the State. This factor has made it possible for the College to provide broader offerings – particularly in occupational education – than any school in the State of comparable size. In considering assets or resources for forward planning, every effort should be made to exploit this particular advantage of the institution. A summary of offerings in general education, occuaptional education, and continuing education is presented below:

Summary of Program
Offerings of the College

General Education	Occupational Education	Continuing Education
Art	Accounting Clerk	Business
Journalism	Agriculture & Agri-Business	Secretarial
Liberal Arts	Business Administration	Recreation
Music	Business Management	Self Improvement
Chemistry	Cosmetology	Emergency Medical Trng.
Physics	Data Processing	Arts, Crafts, & Hobbies
Pre-Engineering	Mental Health Technician	Furniture & Home Repair
Architecture	Office Education	Sewing & Tailoring
Pre-Medicine	Police Science	Avocational Music
Chiropractic	Automotive Service Tech.	Vocational Training & Retraining
Dentistry	Drafting Technology	Adult Basic Education Classes
Medical Technology	Electronics Technology	
Osteopathy	Industrial Arts Education	
Pre-Physical Therapy	Machine & Tool Technology	
Pre-Veterinary Medicine	Welding Technology	
Pharmacy	Construction Technology	
Pre-Nursing		
Education		
Pre-Home Economics		
Pre-Law		
Social Worker		
Health, Phys. Education & Recreation		
Recreational Leadership		

Facilities and Equipment. A simple inventory of facilities and equipment would not adequately describe these important resources for forward planning. Although there would probably be some crowding and scheduling problems in specific areas, the present facilities of the College could accommodate an increase of approximately twenty percent in regular day-time enrollment (120-150 full-time-equivalent students), and over one hundred percent increase in evening class enrollments. When the planned improvements and expansions identified in the section on facility are completed, these capacities will be increased by another ten to twenty percent, depending upon the distribution of enrollments.

Specific facilities available for expanded usage include:

Facility	Characteristics	Potential Use
1. Renn Memorial Library	Media rooms, seminar rooms, large meeting room. All air conditioned, flexible furniture and equipment.	Will accommodate a larger enrollment of regular students, plus special conferences and workshops.
2. Industrial Technology Building	Well equipped auto, welding, and machine shops. Well equipped drafting and electronics laboratories.	Will accommodate larger enrollments in machine shop, drafting, and electronics, plus special classes in all areas.
3. Business Technology Building	Three large classrooms, data processing equipment, business machines, typing laboratories. All air conditioned and well equipped.	Will accommodate larger enrollments in regular business, accounting, police science classes, plus special evening and summer classes in all areas.
4. Galle-Johnson Hall	Several air conditioned class rooms. Fairly well equipped biology, physics, and chemistry laboratories.	Will accommodate larger enrollments in most regular classes, plus expanded evening and summer classes.
5. Student Center	Dining room seats 120, conference room seats 20, lounge and game room.	Will accommodate larger breakfast, lunch, and dinner usage, plus special banquets or small group meetings if scheduled properly. Available almost full-time during summer months.
6. Recreation Building	Large playing court, weight training room, shower and dressing rooms.	Already heavily scheduled. Will accommodate larger enrollments in all classes. Available almost full-time during summer months.
7. Old High School	A significant college and community resource. Totally undeveloped.	Any use will require major renovation.
8. Student Housing	Eight apartment buildings or duplexes. Need significant improvements.	With significant upgrading and better air conditioning, will accommodate up to 90 students during summer months.

Other Assets and Resources. In addition to those listed, other assets of the College identified in various surveys are: personal attention to

students; a purposeful, goal oriented student body; a variety of student activities; a central, accessible location; an attractive and functional student center; and an excellent library.

Summary

Based upon information from various sources, there appears to be a fairly high level of satisfaction on the part of students, faculty, Trustees, and lay citizens with the programs and services of the College. Certain programs and personnel of the College were noted as needing improvement, and specific assets and resources for future development were identified. These needs and resources will provide the basis for plans for the improvement of the institution presented in Part IV, Goals and Objectives, of this document.

PART IV

GOALS AND OBJECTIVES

In the preparation of plans for the future it is necessary to make certain assumptions concerning factors that are largely beyond the control of the institution. The goals and objectives in this document are based upon the following premises:

Assumptions for Planning

1. There will be no significant change in the governance structure or mission of the College.
2. Current rates of revenue from student tuition, local taxes, state aid, and federal aid will remain relatively constant.
3. Definitions of students, credit hours, full-time equivalents, and other such factors will not be changed.
4. The College will experience moderate growth in head count enrollment and full-time-equivalency enrollment for the next few years.
5. The overall economy of the College district and the State will continue to grow at the rate of the last five to ten years.

It is evident that significant variations in any of those assumptions will necessitate modifications in the specific plans of the institution. It is also evident that leadership from the College Board of Trustees and administration will be required to maintain the conditions described in the assumptions.

Definitions for Planning

In developing the plans for improvement of the institution, the Steering Committee has utilized a modified "management by objectives" format. The following definitions are employed in this process:

Institutional Mission: The Mission statement of the College is a broad, timeless, expression of the general intent of the institution. The institutional mission is based upon the legislative provisions for the community

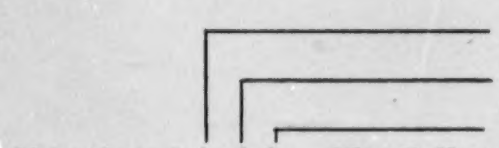
junior college system of Kansas (Community Junior College Act of 1965), and reflects the philosophy, values, and aspirations of the governing board, professional staff, and constituents.

Institutional Goals: The goals of the College are one step more precise than the mission statement. Goal statements describe a possible terminal point to be reached sometime in the future, but are too broad to define operational activities. These statements are identified by the numeral to the left of the decimal point in the descriptors of needs and objectives.

Institutional Needs: The needs of the College have been identified from information provided by the Attitude and Opinion Survey and other studies conducted both by the institution and other community organizations. The statements of need describe the difference between the existing condition and the desired condition related to a particular goal. In the plans for improvement, they are coded as the first digit to the right of the decimal point separating the goal descriptor from the need and the objective.

Institutional Objectives: For each need of the College, one or more objectives have been established to alleviate the need. Objectives are stated as desired outcomes capable of being measured with some degree of specificity. The Steering Committee has assigned each objective a priority rating, identified the party responsible for implementation, suggested appropriate procedures, and established a target date for completion. Where a specific objective relates to more than one need, objective statements are cross referenced. Objectives are coded as the last digit in a series identifying the goal, the need, and the plan of action.

The following example of an objective statement illustrates the coding system utilized in the plan for improvement:



Objective 0 4. 1 1 The College will provide a detailed inventory of

manpower needs and resources of the community.

For each objective, priorities are established according to the following definitions: Urgent - needs immediate attention, Essential - must be provided as soon as practical, and Desirable - should be provided as resources are available. A Plan of Action chart is presented in Part V, which summarizes the objectives and provides for recording progress on each item. For an objective to be considered achieved, a documented statement of completion must be approved by the Steering Committee and submitted to the Board of Trustees.

GOAL 01. THE COLLEGE WILL STRIVE TO SERVE THE POST- SECONDARY EDUCATIONAL NEEDS OF THE SERVICE AREA.

Need 01.10

The College needs more information about the educational characteristics and desires of specific population groups in the service area.

Objective 01.11

Special surveys will be conducted to identify the educational needs of selected target populations in the service area.

Priority: Essential

Responsible Party: Director of Community Services

Procedure: Representatives of such target groups as farmers and ranchers, business, industries, health care agencies, home owners, and governmental agencies will assist in designing survey forms and procedures. Responses will be tabulated and the results used in programming.

Schedule: Fall, 1978

Need 01.20

Outreach and continuing education programs should be based upon educational needs expressed by people in the service area.

Objective 01.21

Community service programs will be developed and offered to satisfy expressed needs of the service area.

Priority: Essential

Responsible Party: Director of Community Services

Procedure: Results of the special surveys will be summarized; all programs and courses, including the "Guaranteed Evening Degree" program will be reviewed; and a comprehensive plan will be prepared for continuing education and community services.

Schedule: Spring, 1979

Need 01.30

There is a need to make people in the service area more aware of community service programs and services available.

Objective 01.31

Brochures will be prepared and disseminated to publicize College programs and services available to business, industry, agriculture, and other community agencies.

Priority: Essential

Responsible Party: Director of Community Services

Procedure: The Director of Community Services will work with the Dean of Instruction, the Dean of Students, the Chamber of Commerce, and selected community groups to develop program and service packages, and prepare and distribute descriptive brochures.

Schedule: Spring, 1979

GOAL 02. THE COLLEGE WILL PROVIDE SERVICES TO STUDENTS IN CAREER PLANNING, FINANCIAL ASSISTANCE, AND PLACEMENT OR TRANSFER UPON GRADUATION.

Need 02.10

There is a need for more educational support services, such as tutoring, for students.

Objective 02.11

The Student Services Division will plan and implement a program for providing educational support services for students.

Priority: Desirable

Responsible Party: Dean of Students

Procedure: An experimental tutoring program will be instituted (Fall, 1977) and an extensive study of student educational support needs will be conducted. A plan to be implemented during the 1978-79 school year will be developed to complement the Basic Skills Laboratory.

Schedule: Fall, 1978

Need 02.20

The College needs to emphasize career planning in helping students to do a better job of formulating educational objectives.

Objective 02.21

The Student Services division will plan and implement a program to provide career exploration opportunities for students.

Priority: Desirable

Responsible Party: Counseling Staff

Procedure: (1) The College will develop a Career Information Center.
(2) The College will develop and implement a planned program for career exploration opportunities for students.

Schedule: Fall, 1978

Need 02.30

The College needs to have a larger number of scholarships and grants available for well-qualified students.

Objective 02.31

The College will increase the number of grants and scholarships by five per cent per year for the next five years.

Priority: Essential

Responsible Party: Director of Financial Aids

Procedure: The College will solicit potential donors by mail and personal contacts. The College will make necessary budget allocations and adjustments to accommodate additional scholarships or grants.

Schedule: Each Spring

Need 02.40

The College needs to upgrade and expand its student recruiting efforts.

Objective 02.41

The College will develop and implement a comprehensive recruiting program.

Priority: Essential

Responsible Party: Dean of Students

Procedure: A staff member will be designated to plan and coordinate all recruiting activities. Selected faculty members will be used in upgrading recruiting efforts.

The College will assess methods and materials presently being used for recruiting and develop methods and materials which will have appeal to potential women students.

Schedule: Fall, 1979

GOAL 03. THE COLLEGE WILL PROVIDE ACTIVITIES AND SERVICES TO ENHANCE STUDENT LIFE AND MORALE ON CAMPUS.

Need 03.10

The College needs an expanded program of recreational and leisure time for activities for students, including clubs and organizations.

Objective 03.11

The College will provide a more varied and expanded program of student activities.

Priority: Desirable

Responsible Party: Dean of Students

Procedure: The recreational and leisure time interests of students will be determined yearly and programs and organizations will be developed to provide activities in the expressed areas of interest.

Schedule: Fall, 1978

Need 03.20

The College needs to provide suitable housing for 120-150 students.

Objective 03.21

The College will upgrade existing housing facilities and add space to accommodate 120 students.

Priority: Urgent

Responsible Party: Dean of Students

Procedure: The College will assess housing needs in terms of the improvement of existing facilities and the acquisition of additional facilities, and will develop a plan based on the assessment.

Schedule: Fall, 1978

Need 03.30

The College needs to provide varsity athletic programs which benefit the College and its constituency, including women's programs.

Objective: 03.31

The College will provide a balanced program of competitive varsity athletic programs.

Priority: Desirable

Responsible Party: Dean of Students

Procedure: An assessment will be made in terms of the impact of varsity athletic programs on the College and its constituency. Recommendations for implementation will be made regarding the addition, deletion, and/or upgrading of programs.

Schedule: Fall, 1979

GOAL 04. THE COLLEGE WILL PROVIDE EDUCATIONAL PROGRAMS THAT ARE SENSITIVE TO THE NEEDS AND RESOURCES OF THE STUDENTS AND THE COMMUNITY.

Need 04.10

The College needs to separate some combined classes, provide more specialized options and relieve heavy enrollment in the Business Technology programs.

Objective 04.11

The College will expand the Business Technology staff and programs

as soon as feasible.

Priority: Urgent

Responsible Party: Dean of Instruction

Procedure: Review evaluation and enrollment data, seek the counsel of the program advisory committee, and study the employment trends and opportunities. Develop appropriate recommendations.

Schedule: Fall, 1977

Need 04.20

The grading policies, procedures, and practices of the College need to be reviewed in terms of local and national trends.

Objective 04.21

The College will evaluate and improve the student grading policies and procedures now in use.

Priority: Essential

Responsible Party: Dean of Instruction

Procedure: All departments will study our present system and their reactions will be submitted to a special Task Force comprised of Faculty, Department Chairmen, and students appointed by the Student Affairs Council. The Task Force will develop appropriate recommendations for submission to the AAC and SAC.

Schedule: Fall, 1978

Need 04.30

Staff members have expressed a need for guidance and assistance in program/course evaluation.

Objective 04.31

A common format and suggested procedures will be developed for program course evaluation.

Priority: Essential

Responsible Party: Dean of Instruction

Procedure: A task force will be appointed to investigate various evaluative procedures, visit other institutions, and/or engage independent consultants in the development of improved program evaluation guidelines.

Schedule: Fall, 1979

Need 04.40

There have been many recent changes in courses and requirements at both the local level and that of the state universities. This creates a need to review and update all of the formal curricula and course outlines as listed in the catalog.

Objective 04.41

The College will review all formal curricula for the purpose of determining relevancy of course listings and adequacy of course outlines.

Priority: Desirable

Responsible Party: Registrar

Procedure: Each curriculum will be examined with the instructional staff and counselors and recommended changes formulated for consideration by the Academic Affairs Council.

Schedule: Spring, 1979

GOAL 05. THE COLLEGE WILL MAKE ITS PROGRAMS AND SERVICES READILY ACCESSIBLE TO PEOPLE IN THE COMMUNITY.

Need 05.10

There appears to be a need to develop additional points of entry-exit in the various courses and programs of the College.

Objective 05.11

The College will explore ways to develop more flexibility in the course schedules and instructional terms of the institution.

Priority: Desirable

Responsible Party: Dean of Instruction

Procedure: Each department will study all of its offerings, explore methods of increasing the number of entry-exit points in all disciplines, and develop recommendations to be presented to the AAC.

Schedule: Fall, 1980

Need 05.20

There is a need to adopt test-out policies and procedures for courses which are not available through the CLEP program.

Objective 05.21

The College will develop additional local subject examinations and procedures in conjunction with the CLEP program.

Priority: Desirable

Responsible Party: Department Chairmen

Procedure: Each department will adopt a target date, to be approved by AAC, by which at least one local subject examination, from each instructor will be developed, placed on file, and made available to students. Procedures for administering locally developed subject exams will be developed by AAC.

Schedule: Spring, 1980

GOAL 06. THE COLLEGE WILL PROVIDE EDUCATIONAL SUPPORT SERVICES TO PROMOTE THE EFFICIENCY AND EFFECTIVENESS OF INSTRUCTION.

Need 06.10

The College has been converting some of its older library holdings and all of its new acquisitions to the Library of Congress system over the last three years. There is now a need to devise a plan for converting all of its holdings on some systematic basis.

Objective 06.11

The College will convert all of the remaining books and all media software to the Library of Congress cataloging system.

Priority: Desirable

Responsible Party: Director of Learning Resource Center

Procedure: Investigate costs for a short term, quick approach as opposed to a longer term target date. Investigate availability of a Federal grant for a short term project. Compile recommendations for administrative action.

Schedule: Spring, 1978

Need 06.20

The College needs to provide more educational support services to faculty.

Objective 06.21

The College will provide additional clerical and other non-instructional assistance to the faculty.

Priority: Desirable

Responsible Party: Dean of Instruction and Business Manager

Procedure: The Dean of Instruction and the Business Manager will review faculty loads and develop recommendations and job descriptions for classified personnel, including instructional aides, to support the instructional program.

Schedule: Spring, 1980

Objective 06.22

The College will expand instructional support services provided by the Learning Resource Center.

Priority: Desirable

Responsible Party: Director of Learning Resource Center

Procedure: The Director of the Learning Resource Center will meet with each instructional department to acquaint faculty with services available, determine additional services needed, and develop a proposal and plans for implementation.

Schedule: Fall, 1980

GOAL 07. THE COLLEGE WILL EMPLOY A FACULTY THAT IS WELL QUALIFIED AND COMMITTED TO THE COMMUNITY COLLEGE.

Need 07.10

The College needs to employ the most competent and dedicated professional staff available with due regard to balance in terms of sex, race, and geographic origin.

Objective 07.11

The staff recruitment materials, policies, and procedures will be reviewed and revised to encourage highly qualified candidates to apply for positions at the College without regard to race, religion, sex, or physical handicap.

Priority: Desirable

Responsible Party: President

Procedure: Faculty Affairs Council will assist in the development of more effective recruiting materials and procedures.

Schedule: Spring, 1978

Need 07.20

Faculty and students have expressed a desire to be more involved in identifying marginal staff members whose performance warrants corrective action.

Objective 07.21

Procedures for initiating administrative action to improve staff performance will be reviewed and revised in an effort to utilize in-put from faculty and students.

Priority: Essential

Responsible Party: President

Procedure: The Faculty Affairs Council will review the present administrative procedures, obtain the opinion of faculty and students, and develop recommended procedures for improvement or replacing marginal staff.

Schedule: Fall, 1978

GOAL 08. THE COLLEGE WILL PROVIDE A PROGRAM OF PROFESSIONAL GROWTH AND DEVELOPMENT FOR FACULTY.

Need 08.10

The College needs to improve the quality and variety of in-service development activities and departmental meetings.

Objective 08.11

Guidelines will be prepared and implemented to improve staff development activities and departmental meetings.

Priority: Essential

Responsible Party: Director of Community Services

Procedure: A joint meeting will be conducted of the Faculty Affairs Council and the Academic Affairs Council to assist the Dean of Instruction in the preparation of guidelines for coordinating staff development and departmental meetings.

Schedule: Spring, 1978

Need 08.20

There is a need to review and refine the current policies and procedures for evaluating professional staff.

Objective 08.21

The College will adopt new policies and procedures for the evaluation of professional staff.

Priority: Essential

Responsible Party: Dean of Instruction

Procedures: A task force of faculty, students, and administrators will be appointed to review present procedures, investigate practices in other institutions, and formulate a proposal for consideration by the Board of Trustees.

Schedule: Fall, 1980

GOAL 09. THE COLLEGE WILL PROVIDE PROFESSIONAL WORKING CONDITIONS FOR FACULTY.

Need 09.10

The College needs to maintain a salary schedule that is competitive with other community colleges in the State.

Objective 09.11

The College will develop faculty salary schedules that will maintain average salaries that rank among the top one-third of average faculty salaries in the community colleges of Kansas.

Priority: Essential

Responsible Party: Board of Trustees

Procedure: The Board of Trustees in consultation with the College Education Association will collect and analyze faculty salary information from other Kansas community colleges, and negotiate faculty benefits that will maintain its competitive ranking.

Schedule: March 1, each year

Need 09.20

There are currently no guidelines for the appointment of department chairmen.

Objective 09.21

Guidelines will be prepared for the selection and retention of department chairmen.

Priority: Desirable

Responsible Party: President

Procedure: The President, in consultation with the Faculty Affairs Council and Academic Affairs Council, will develop guidelines for approval by the Board of Trustees.

Schedule: Fall, 1977

GOAL 10. THE COLLEGE WILL MAINTAIN AN EFFICIENT AND EFFECTIVE ADMINISTRATIVE ORGANIZATION.

Need 10.10

There is a need to review and revise the administrative organization of the College to provide improved student registration, community services, institutional research, and development.

Objective 10.11

The College will adopt a revised organizational structure designed to

provide more effective administrative services.

Priority: Essential

Responsible Party: President

Procedure: The staff will identify, and rank in priority, the administrative services needed to perform the functions of the institution. The President will review the identified needs, present job descriptions, and work loads in the development of a proposed organizational plan.

Schedule: Spring, 1978

Need 10.20

The functions and responsibilities of the various College councils and committees need to be reviewed and revised.

Objective 10.21

Revised policy statements and operational guidelines will be adopted for all College councils.

Priority: Desirable

Responsible Party: President

Procedure: Each administrator will conduct a study of the functions and operations of the Council with which he/she works and submit recommendations for changes to the President. The President will review all proposals in terms of the overall operation of the institution in preparing recommendations to the Board of Trustees.

Schedule: Spring, 1980

Need 10.30

The College needs to reorganize the classified staff to provide improved services to staff and to centralize functions which can be of more benefit to the College.

Objective 10.31

The College will improve the quality of telephone, clerical, and production services to the College and staff.

Priority: Essential

Responsible Party: Business Manager

Procedure: An improved telephone system will be installed, and an office services section will be established.

Schedule: Fall, 1978

GOAL 11. THE COLLEGE WILL DEVELOP A POSITIVE AREA-WIDE, COMPREHENSIVE COMMUNITY COLLEGE IDENTITY.

Need 11.10

The College needs to improve its image as a comprehensive community college.

Objective 11.11

The College will assess community attitudes and opinions concerning the educational program.

Priority: Essential

Responsible Party: President

Procedure: Conduct a survey of community attitudes and opinions, and prepare a report for submission to the Board of Trustees and staff.

Schedule: Spring, 1979

Objective 11.12

The College will improve the quality of public relations in the service area.

Priority: Urgent

Responsible Party: President

Procedure: The President will identify the publics and relations to be cultivated, and develop a plan for improving the overall quality of staff performance and contacts with the publics.

Schedule: Fall, 1978

Need 11.20

The College needs to have more follow-up and evaluative data available for institutional planning.

Objective 11.21

The College will develop and implement a plan for the systematic collection and analysis of institutional research data each year.

Priority: Essential

Responsible Party: Administrative Assistant

Procedure: The Administrative Assistant will develop an overall plan for obtaining community characteristics, staff utilization, facility utilization, and student follow-up data by the Spring of 1978, and coordinate the collection and organization of such data each year.

Schedule: Spring, 1978

GOAL 12. THE COLLEGE WILL UTILIZE ALL AVAILABLE RESOURCES IN AN EFFICIENT MANNER TO ACHIEVE THE GOALS OF THE INSTITUTION.

Need 12.10

The College needs to develop a revised Campus Master Plan and schedule of implementation.

Objective 12.11

A Campus Master Plan, including plans for improvement of existing facilities, will be adopted.

Priority: Urgent

Responsible Party: President and Business Manager

Procedure: The Business Manager will evaluate all existing facilities, develop function and utilization specifications, and prepare a schedule for completion. The President will incorporate this plan into a long range Campus Master Plan proposal to be submitted to the Board of Trustees.

Schedule: Spring, 1979

Need 12.20

The College needs to conserve natural resources.

Objective 12.21

The College will identify areas where conservation practices can be

improved and implement these practices where economically and educationally feasible.

Priority: Essential

Responsible Party: Business Manager

Procedure: Appoint a task force to identify sources of waste and develop remedial plans.

Schedule: Fall, 1978

Objective 12.22

The College will identify alternate sources of energy for heating and air-conditioning the College buildings.

Priority: Essential

Responsible Party: Business Manager

Procedure: List all alternate sources of energy for heating and air conditioning and investigate the feasibility of the most promising sources for a report to the Board of Trustees.

Schedule: Fall, 1979

Need 12.30

The College needs to evaluate the campus buildings and grounds for possible deficiencies regarding physically handicapped persons.

Objective 12.31

The College will identify campus deficiencies in accordance with Section 504 of the Rehabilitation Act of 1973, and develop a plan for alleviating the problems.

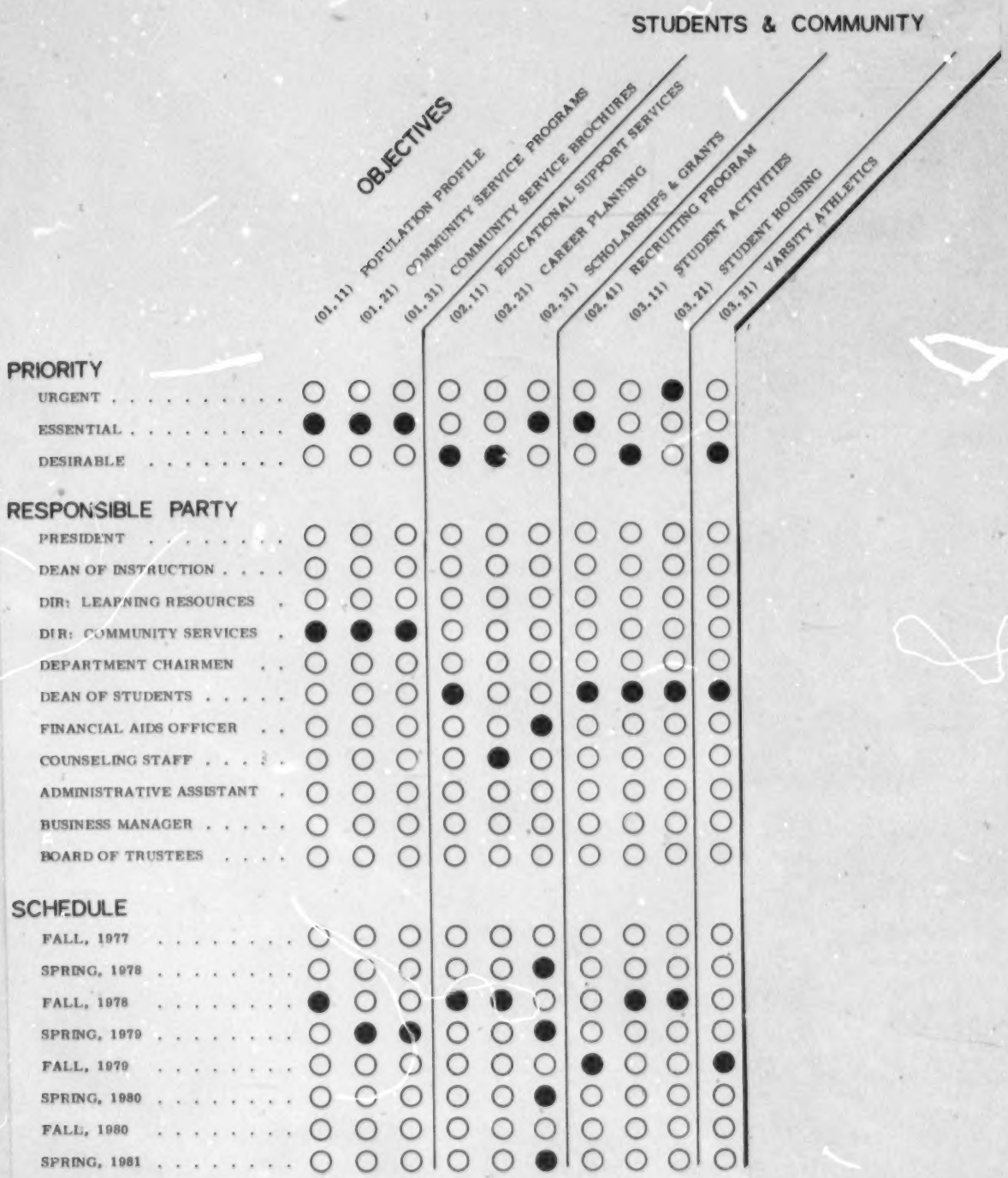
Priority: Essential

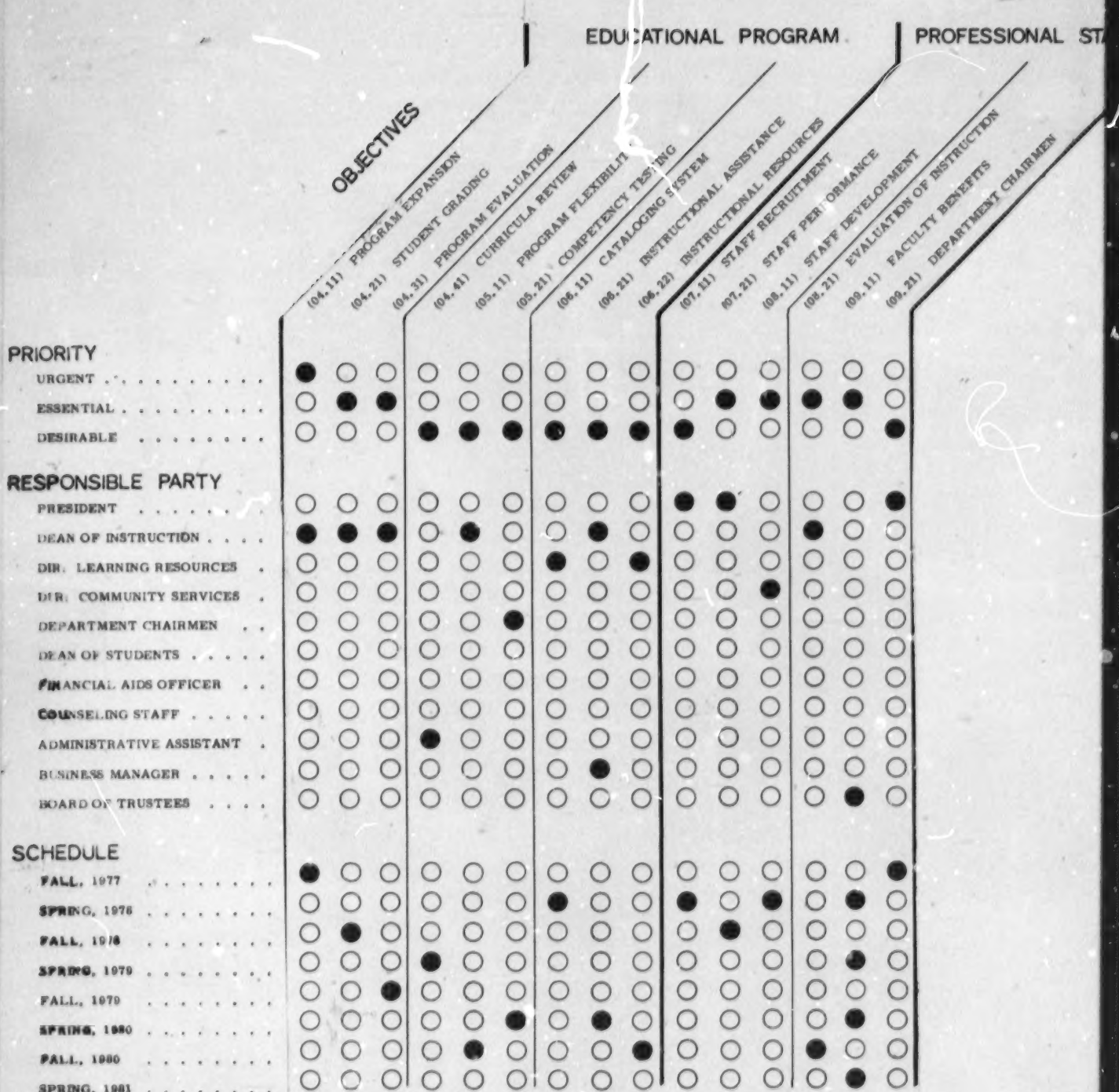
Responsible Party: Business Manager

Procedure: Appoint a task force of handicapped students and staff to identify deficiencies and develop recommendations for the Board of Trustees.

Schedule: Spring, 1978

PLAN OF ACTION




EDUCATIONAL PROGRAM
PROFESSIONAL ST
OBJECTIVES
(04.11) PROGRAM EXPANSION
(04.21) STUDENT GRADING
(04.31) PROGRAM EVALUATION
(04.41) CURRICULA REVIEW
(05.11) PROGRAM FLEXIBILIT
(05.21) COMPETENCY TESTING
(06.11) CATALOGING SYSTEM
(06.21) INSTRUCTIONAL ASSISTANCE
(06.22) INSTRUCTIONAL RESOURCES
(07.11) STAFF RECRUITMENT
(07.21) STAFF PERFORMANCE
(08.11) STAFF DEVELOPMENT
(08.21) EVALUATION OF INSTRUCTION
(09.11) FACULTY BENEFITS
(09.21) DEPARTMENT CHAIRMEN
PRIORITY
URGENT
ESSENTIAL
DESIRABLE
RESPONSIBLE PARTY
PRESIDENT
DEAN OF INSTRUCTION
DIR. LEARNING RESOURCES
DIR. COMMUNITY SERVICES
DEPARTMENT CHAIRMEN
DEAN OF STUDENTS
FINANCIAL AIDS OFFICER
COUNSELING STAFF
ADMINISTRATIVE ASSISTANT
BUSINESS MANAGER
BOARD OF TRUSTEES
SCHEDULE
FALL, 1977
SPRING, 1978
FALL, 1978
SPRING, 1979
FALL, 1979
SPRING, 1980
FALL, 1980
SPRING, 1981

UNIVERSITY OF CALIF.
LOS ANGELES

JAN 1 3 1978

CLEARINGHOUSE FOR
JUNIOR COLLEGES